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AGENDA

for Meeting of

DCI and DDO/MAG

5 December 1977, 1500 Hours

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FY 1978 and 1979 Personnel Reduction Program

1500 - 1505 Hours: Reactions of DDO Personnel to the Cuts

The DDO/MAG will present to the DCI a sampling of the reactions, views and concerns of DDO personnel following the 1 November cut.

1505 - 1520 Hours: Questions

The DDO/MAG seeks clarification on a number of questions pertaining to the reasons for the reduction program and the DCI's policy on employment security and tenure.

1520 - 1600 Hours: Recommendations and Discussion

The DDO/MAG wishes to present to the DCI several recommendations for mitigating the negative effects of the reduction programs and for implementing any planned personnel reductions.

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Reactions

1. Most DDO officers accept the premise that the Directorate of Operations can sustain some reduction of its personnel. It is the magnitude envisioned and particularly the style - the manner in which the program was carried out - that troubles nearly every officer and employee interviewed.

2. The trauma of the mass cut could have been avoided by a systematic selection out process over a longer period of time and weighted heavily in favor of attrition.

3. Because the 1 November (Round I) cuts included officers with good records, future cuts must necessarily include officers with even better records. Therefore, few DO officers now believe they are exempt from a future reduction in personnel. Threatened by the possibility of sudden separation, the DO officer is unable to apply an unfettered mind to the critical tasks requiring courage of decision, initiative, imagination and creativity.

4. DO personnel do not understand the application of criteria used in selecting individuals out. The weight given to immobility, current responsibilities, time in service is unclear.

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5. There is a general feeling of incredulity that many individuals ranked in the lower 5 percent were never informed.

6. Letters given to those individuals selected for separation were lacking in dignity.

7. It is unclear why only the DO was selected for a reduction in force. The exclusion of other Directorates implies that the DO was singled out and many question whether this might have been done to improve the public image of the DDO, the Agency as a whole, or the DCI personally.

8. There was general surprise that such a large percentage of the individuals selected out were Operations Officers. The DO had been told earlier that few Operations Officers would be affected because Operations Officers are the "cutting edge".

9. The depth of the cuts planned for FY's 1978 and 1979 coupled with the recent statement by the DCI that "policymakers require more extensive intelligence coverage" presents some confusion as to the role the DO will be required and able to play in the future. There is definite concern at all levels of the DO about the DO's future capability to perform its tasks, particularly if Round II of the cuts is carried out as planned. There is a concern that some officers have been and will be cut who have unique capabilities that cannot be replaced immediately.

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10. The Directorate of Operations is unique and is an elite organization. Most DO officers feel this sense of specialness, but they do not consider themselves to be members of a "club". They see themselves as members of a team in a service which operates on the premise that in return for loyalty and selflessness from its members in carrying out occupationally unique and extraordinarily demanding tasks, the service must reciprocate with commensurate measures of compassion, understanding, and loyalty. That is the glue which holds the team together. The trauma induced by the mass purges experienced in the early 1960's, the early 1970's, and now again in the late 1970's, can only break down those intangible ties. Every officer agrees that there is deadwood. It is how this deadwood is identified and eliminated that is causing the trauma.

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Questions

1. What portion of the cuts taken in Round I, and planned for in Round II, is in response to the overall U.S. Government 10 percent reduction?
2. Why was only the Directorate of Operations affected?
3. Was it the intention that the bulk of personnel selected out be Operations Officers?
4. Was the DO cut an attempt to improve the image of the Clandestine Service in view of the past public/media criticism of that Directorate?
5. What is the DCI's policy on job security and tenure?
 - A. Should there be a statute of limitations on a specific period or incident of poor performance by an employee? How far back in an individual's career should an organization be allowed to reach to react on past poor performance?
 - B. What humane element can be built into the selection out system?

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Recommendations

1. Emphasizing that the DDO personally, and the DO collectively, are totally responsive to the DCI's decisions and orders, the DO/MAG - as an advisory group - strongly recommends that there be no additional (Round II) mass cut. If further reductions in personnel are required, they should be done gradually over a longer period of time through normal attrition and a systematic, structured selection out of individuals ranked below a level of acceptable performance.

2. In the future, all DO employees who are ranked below a level of acceptable performance (whether bottom 3%, 5% or other), must be so notified in writing.

3. All DO personnel should be permitted to see how they ranked in the CMS point-system list developed for the 1 November cut. This would enable DO employees to estimate their chances with respect to any future reduction of personnel and plan accordingly.

4. Letters notifying individuals that they have been selected for separation should include a statement of regret about the separation and a word of gratitude for the loyalty given to the service.

5. The Office of Personnel should give maximum publicity within the Agency concerning the efforts by the Agency to find alternate employment for individuals selected out.

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